































Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #1	KEY POINTS	ISO/CAFI	DIVISION
Organize and manage the Department to optimize and maximize allotted resources.	Recognized command and control system.		Administration
	Develop an efficient and effective Organizational Service Structure.		
	Develop professional development and career path plans.		






Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #2	KEY POINTS	ISO/CAFI	DIVISION
Strive to diversify the department's workforce through recruitment, retention, promotion. 	Develop a relationship with minority-centered resources for applicant referrals.		Administration
	Develop remote job placement offices to provide easy access for possible applicants.		
	Speed the application processing time		
	Fill all jobs with the best qualified applicant with full consideration given to minorities and women.		






Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #3	KEY POINTS	ISO/CAFI	DIVISION
Strengthen Leadership, Management and Organizational development in the areas of Accountability and Empowerment, Leadership.	Develop a Standards of Care/Levels of Service plan.		Administration
	Develop a training program to address empowerment and accountability to provide a decision making matrix to provide effective services		
	Implement principles from the book <u>Good to Great</u> by Jim Collins into all Fire Department operations including striving for Level 5 Leadership.		
	Conduct Good to Great Workshops for employees.		



Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #4	KEY POINTS	ISO/CAFI	DIVISION
<p>The Leadership of the Fire Department will seek all appropriate benchmark reports, surveys, and certifications to provide evaluation and validation of the department to national, state, and local standards of care/levels of service, and to provide quality service to our citizens.</p> 	The Fire Department will prepare for Accreditation and will begin the evaluation process of CAFI.		Administration
	Participate in Benchmarking studies to determine our levels of service as compared to similar agencies.		
	Participate in available surveys and fact finding tools, including “After the Fire is Out” surveys to determine our level of success in meeting the customer’s expectations.		
	The Fire Department, will prepare for a North Carolina Response Rating System evaluation scheduled for the summer of 2006.	 	
	Develop strategies to maintain appropriate NCRRS classification.	 	

Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #5	KEY POINTS	ISO/CAFI	DIVISION
Provide reliable and modern equipment and well placed facilities to deliver the critical fire and rescue services to the citizens of Salisbury. 	Develop an apparatus replacement schedule to facilitate an adequate fire service fleet for initial response and call-back operations		Administration
	Plan and develop future fire station sites to maintain fire safety customer service that meets CFAI, NCRRS and nationally and local standards of care/ response times and service expectations.	 	
	Explore increasing the level of Medical Emergency service to Emergency Medical Technician Paramedic (EMT-P) level.		
	Retrofit or rehabilitate existing fire stations to comply with ADA requirements.		
	Modernize existing fire stations to properly accommodate female firefighters.		
	Strengthen on-duty staffing to meet Life Safety, Commission of Fire Accreditation International and NCRRS (ISO) recommended levels	 	
	Develop a Fire Protection Alliance with surrounding volunteer fire departments	 	
	Partner with emergency response agencies to avoid redundancy of equipment and resources		
	Develop a seamless response of resources employing a partnership with surrounding fire service and rescue agencies.		

Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #6	KEY POINTS	ISO/CAFI	DIVISION
<p>Serve as the Emergency Management Planning & Coordination Team for larger scale emergencies/ disasters that affect our community.</p> 	Coordinate the development and publishing of a City-wide Emergency Preparedness Plan.		Administration
	The Fire Department will identify, plan, and develop guidelines that will ensure continuity of government in cases of disaster or other situations.		
	Develop adequate resources for target hazards and disaster mitigation.		
	Develop a cache of City-Employee's who have experience in Emergency Management activities to form task teams for coordination of major emergency conditions.		







Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome #7	KEY POINTS	ISO/CAFI	DIVISION
<p>Maintain excellent human resource management through utilization of competitive management systems and creative approaches to meet current and future needs.</p>	Implement a Fire Service Pay Plan to remain competitive		Administration
	Use creative approach to staff response units to provide services, reduce response times, reduce wear and tear and responses of large apparatus to medical first responder calls, and to availability of firefighters for fires and rescue calls	 	
	Implementation of specialized teams to provide highly technical capabilities.		
	Fully implement and support firefighter wellness and fitness for duty initiatives. Include physical modifications to fire station facilities for firefighter fitness and support functions and citizen access.		

Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome # 8	KEY POINTS	ISO/CAFI	DIVISION
<p>Employ adequate technology and systems to create effective emergency response and administrative functions that support our core values.</p> 	Develop a Fire Department and Emergency Management Technology Utilization Plan.		Administration
	Identify and develop an internal information system and establish a public information officer (PIO).	 	
	Evaluate “Firefighter’s Location Accountability Systems” (on-scene whereabouts) to standardize with partner Volunteer Fire Departments.		

Salisbury Fire Department Strategic Framework 2005			
Leadership Outcome # 9	KEY POINTS	ISO/CAFI	DIVISION
<p>Maintain a positive public image of the fire department as a professional, organized, well prepared, well equipped, community-centered resource</p>	Fire Stations will be considered “Open” 24/7 to the public, the Fire Department will be an integral part of the community and neighborhood resource.		Administration
	Deploy and deliver programs to citizen, neighborhood and school groups to develop relationships with them as a professional, full-time resource.		
	Modernize and enhance the Fire Department’s Annual Report		



Salisbury Fire Department Strategic Framework 2005



Training Division Outcome # 1	KEY POINTS	ISO/CAFI	DIVISION
<ul style="list-style-type: none"> The training function within the Salisbury Fire Department will expand from traditional training focusing on the tactical and operations of the fire service to a holistic approach. . Expand the Engineer's Training Program to include state, local, and national elements for certification. The Training Officer will conduct an annual survey of training needs of department employees. 	Address the infrastructure upgrades through a Training Grounds Needs assessment.		Training
	The Training Division will provide Company Officer Training Program (Tactics and Strategy).		
	Training Division will conduct Driver Operator certifications classes annually.		
	The Training Division will conduct refresher training classes for all levels of certification		
	Partner with Rowan Cabarrus Community College to deliver annual Recruit Training Class, Rapid intervention Team Training, Defensive Driving and Rescue Technician certification classes		
	The Department's Training Officer will be the liaison between the region's educational institutions and other fire departments.		
	Conduct a minimum of 8 multi-company drills annually to include night drills with area volunteer fire departments.		
	Conduct random company drills for evaluation of performance		
	Provide 2 live burn sessions for each shifts and 2 live burn training sessions for area volunteer fire departments		
	Participate in the Customer Service program		
	Provide a monthly teleconference training program.		
	Develop and conduct an evaluation to all new hires at the end of their probationary period to assure proficient and skilled members at required levels		




Salisbury Fire Department Strategic Framework 2005



Training Division Outcome # 2	KEY POINTS	ISO/CAFI	DIVISION
The Training Division will coordinate with the Fire Chief's Office and the City of Salisbury Human Resources Division to identify the characteristics needed to be a successful fire fighter (including bilingual) and develop processes to identify those characteristics	Coordinate with the Fire Chief's Office and the City of Salisbury Human Resources Division to identify the characteristics needed to be a successful fire fighter (including bilingual) and develop processes to identify those characteristics		Training
	Coordinate the pre-employment testing of applicants.		
	Develop and implement a recruitment plan that will increase the number of applicants representing all segments of the community.		
	Will notify the local colleges and universities along with the Rowan County Volunteer Fire Chiefs Association of upcoming vacancies within the Department.		
	Recruitment Information will be made available at the City's fire stations and personnel will be encouraged to distribute the information as appropriate		
	Implement a "Salisbury Fire Department as an Employer" orientation program.		




Salisbury Fire Department Strategic Framework 2005



Loss Prevention and Investigation Outcome #1	KEY POINTS	ISO/CAFI	DIVISION
The Loss Prevention & Investigation Division will conduct and use a community risk analysis to identify areas that have the greatest potential for fires, fire injury or death and develop and implement a plan for addressing those community risks. The community risk analysis will include those areas inside the city limits of Salisbury, Salisbury's Extra Territorial Jurisdiction (ETJ) and areas projected for annexation. 	Research hazards and risks in and around the present city and areas being considered for annexation.		Loss Prevention & Investigation
	The Loss Prevention & Investigation Division will. create a community risk analysis. The risk assessment will be used to develop and enhance fire education and to target citizens in need of fire education		
	Annually publish updates on fire loss, fire causes, and fire investigation case outcomes.		
	Use the community risk analysis in the planning process to improve community safety, modify the fire operations force and special teams.		

Salisbury Fire Department Strategic Framework 2005






Loss Prevention and Investigation Outcome #2	KEY POINTS	ISO/CAFI	DIVISION
<p>The LPI Division will coordinate fire education and expand educational opportunities to include life safety issues and expand the educational role to a wider range of citizens and businesses, including non-English speaking citizens, and work with partner volunteer fire departments to help develop fire safety education resources.</p> 	Fire personnel will be trained in fire education and life safety issues and will be encouraged to discuss fire and life safety issues in the public		Loss Prevention & Investigation
	Create packets of fire and life safety information in English and Spanish		
	Coordinate fire education programs with the various public and private fire safety agencies and encourage involvement in those programs.		
	Explore a partnership with the Salisbury-Rowan Board of Realtors and area fire insurance offices to provide fire education and life safety information that can be provided to homeowners and apartment residents		
	Periodically evaluate its effectiveness as a public fire safety education resource and its programs.		
	Research an organizational cooperative with the County Fire Marshal to provide Fire Safety Education coordination and delivery		





Salisbury Fire Department Strategic Framework 2005













Loss Prevention & Investigation Outcome # 3	KEY POINTS	ISO/CAFI	DIVISION
<p>The Loss Prevention & Investigation Division will continue efforts to correct and/or remove substandard housing. All fire department personnel will be able to recognize and report areas of substandard housing and other conditions which should be investigated.</p>	Conduct an educational program in the areas of substandard housing and other areas relating to potential fire and other life safety issues to all Fire Department personnel.		Loss Prevention & Investigation
	Track and coordinate the removal or repair of substandard housing.		
	Train members of the Salisbury Fire Department and others in housing code and other risk issues		





Salisbury Fire Department Strategic Framework 2005			
Loss Prevention and Investigation Outcome #4	KEY POINTS	ISO/CAFI	DIVISION
Loss Prevention and Investigation will participate with the Land Management & Development Department in the One-Stop Permitting concept to review new subdivisions, group development site plans, and building plans occurring within the City of Salisbury and its ETJ.	Appoint a liaison to Land Management and Development Services to coordinate the prompt review of proposed developments and annexations.		Loss Prevention & Investigation







Salisbury Fire Department Strategic Framework 2005			
Loss Prevention and Investigation Outcome #5	KEY POINTS	IS/CAFI	DIVISION
The instances of incendiary fires (intentional illegal ignitions) in Salisbury continue to be problematic. The trend of arson cases stretches into Rowan County also. It is important to understand that there are several recognized categories of Arsons (Spite, Cover-up other crimes, Revenge, for Profit, etc.) that extend beyond our jurisdictional boundaries. The LPI Division will collaborate with other agencies to increase the network of information in an effort to reduce arson cases and solve arson cases.	Evaluate and enhance fire investigations resources		Loss Prevention & Investigation
	Explore establishment of an Arson Task Force, made up of personnel from the City of Salisbury, volunteer departments, Rowan County Fire Marshal and law enforcement.		
	Offer annual training in basic arson detection, crime scene preservation and investigation to Salisbury Fire and volunteer fire department personnel		
	Establish relationships with the area's insurance companies in an effort to improve communications and identifying opportunities to solve criminal arson cases.		





Salisbury Fire Department Strategic Framework 2005			
Loss Prevention and Investigation Outcome #6	KEY POINTS	ISO/CAFI	DIVISION
<p>LPI will serve as a proactive public consultant towards fire and life safety issues in their buildings, companies, and organizations. Our focus is to address fire safety issues before they become a problem through our customer service oriented actions.</p> 	Develop life safety public service announcements and distribute same.		Loss Prevention & Investigation
	Offer and teach the Community Emergency Response Team (CERT) program to business, industries and neighborhood groups.		
	Work with area businesses and their alarm companies to develop "smart buildings" (buildings that provide zones and advanced warnings of fire spread through verbal instructions, rather than a simple alarm tone.)		
	Conduct life safety inspections of occupancies during their normal business hours such as night clubs, entertainment venues, theaters, and other evening-oriented businesses.		


Salisbury Fire Department Strategic Framework 2005			
Fire Operations Division Outcome # 1	KEY POINTS	ISO/CAFI	DIVISION
<p>The Fire Operations Division will maintain a high level of effectiveness in responding to calls for service, operating safely and efficiently, and mitigating emergency situations.</p>  	Develop a standard of care/response and will measure effectiveness.	 	Fire Operations
	Develop a statistical analysis of critical factors for evaluating response effectiveness.		
	Establish response time targets and monitor call run data as it relates to those targets.		
	Coordinate with partner volunteer fire service agencies to plan and coordinate the delivery of fire services.		
	Conduct an annual evaluation of its services and determine which additional services might be needed based on need and risk assessment.		
	Become an active participant in various local and state level fire professional organizations.		
	Explore the utilization of non-traditional delivery of services, work-force scheduling, deployment, and partnerships to meet the needs of our citizens, requirements of Accreditation agencies, Fire Service Rating Agencies, etc.		





Salisbury Fire Department Strategic Framework 2005			
Fire Operations Division Outcome #2	KEY POINTS	ISO/CAFI	DIVISION
The Fire Operations Division will develop processes to improve communications within the division, the Fire Department, and other partner emergency services agencies and with the community.	The Fire Operations Division will participate in Rowan County Fire Chiefs' and Rowan County Fire and Rescue Association and attend monthly meetings of the various volunteer associations		Fire Operations
	The Fire Operations Division will continue to participate on the Rowan County Communications Committee, the Salisbury-Rowan Hazardous Materials Task Force Committee and the EMS Quality Management Committee and attend regularly scheduled meetings to provide input and updates as needed		
	Employ new and existing technologies to assure adequate resources and notifications for major emergencies,		

Salisbury Fire Department Strategic Framework 2005			
Fire Operations Division Outcome #3	KEY POINTS	ISO/CAFI	DIVISION
The Fire Operations Division will organize an emergency management system to coordinate resources to respond and effectively mitigate city-wide and multi-jurisdictional, multi-agency responses. 	Work concurrently with Rowan County and other municipalities in the development, support, and maintenance of the county-wide Emergency Operations Plan.		Fire Operations
	The Fire Operations Division will conduct drills as scheduled to evaluate the effectiveness and continuity of the emergency operations plan		
	The Fire Operations Division will develop internal emergency response protocols for all hazards.		

Salisbury Fire Department Strategic Framework 2005			
Fire Operations Division Outcome #4	KEY POINTS	ISO/CAFI	DIVISION
<p>The Fire Operations Division will develop standards of response coverage based on nationally accepted objectives such as identified in National Fire Protection Association (NFPA) 1710, the Commission on Fire Accreditation International (CFAI), and the North Carolina Response rating System.</p> 	Develop response time objectives for each major service component (call for service.)		Fire Operations
	Routinely evaluate its deployment and response time delivery.		
	Identify minimum company staffing.		
	Identify company requirements based on minimum levels.		

Salisbury Fire Department Strategic Framework 2005			
Logistics Division Target Outcome # 1	KEY POINTS	ISO/CAFI	DIVISION
<p>Logistics will decentralize the day-to-day financial function of the division thus having work units responsible for developing and administering their budget. The budget development process has traditionally been completed by the Logistic Office. Through decentralization of the process and assigned authority of fiscal management we will realize a greater sense of responsibility, frugal expenditures, and better maintenance of tools and equipment.</p> 	Work with the Administration to decentralize the budgeting process.		Logistics
	Train representatives from each division on the budgetary procedures.		
	Train representatives from each division on the purchasing requirements, policies and practices.		
	Work with the divisions to coordinate purchases, identifying group purchasing opportunities and evaluating equipment purchases.		
	Coordinate with the Fire Control Operation Division to assume responsibilities for the Fire Department stations.		

Salisbury Fire Department Strategic Framework 2005			
Logistics Division Target Outcome # 2	KEY POINTS	ISO/CAFI	DIVISION
The Logistics Division will expand its resources to work with partner volunteer fire departments to identify and develop specifications for equipment needs.	Work with the volunteer fire departments to facilitate purchases of equipment in volume and at less cost.		Logistics
	Partner with Volunteer Fire Departments and the Rowan County Fire Chiefs Association to develop equipment specifications to identify opportunities for group purchase.		
	Schedule purchases as possible to provide ample opportunity to for group purchasing.		
	Create and manage an Alliance Focus Group for new equipment and practices.		
	Create a focus group to research new equipment and processes for the Salisbury Fire Department.		
	Work with fire equipment representatives to coordinate regional equipment demonstrations.		

Salisbury Fire Department Strategic Framework 2005			
SYMBOL	EXPLANATION		
	This symbol identifies a requirement for the North Carolina Response Rating System (NCRRS) or the ISO grading schedule.		
	This symbol identifies requirements for accreditation by the Commission on Fire Accreditation International		
	These two symbols identify requirements for both accreditation by the Commission on Fire Accreditation International and the North Carolina Response Rating System (NCRRS) or the ISO grading schedule.		